

LETTER OF INTRODUCTION

Fiscal year 2009-10 was a challenging, but also an exciting year for the staff at the Criminal Justice Resource Center. Undergoing extensive renovations while maintaining services proved to be a demanding task on many occasions. It was equally taxing to provide services to an increasing number of clients, many with complex needs, while the County's hiring freeze continued throughout the year.

The renovation of the Criminal Justice Resource Center's building is one of the highlights of the past year. We are grateful to the County Commissioners and the County Manager's Office for approval of the renovation. At completion, the facility will double available classroom space, significantly increase the number of offices, and provide a much improved, bright and colorful environment for staff and clients.

Our department continues to grow, not only in size but also in the number of services we offer to the community. New additions this year were the Durham Assessment Team and the administration of the Juvenile Crime Prevention Council. Both additions are a testimony to the County's confidence in the skills and ability of our staff to develop and deliver quality services.

A double-digit budget reduction, coupled with the continued hiring freeze, forced the staff at CJRC to identify priorities and to assume additional duties and tasks. Case Management and Substance Abuse Treatment staff had to cover vacancies throughout most of the year raising concern about staff burnout and our effectiveness delivering services. Fortunately, the County Manager's Office granted exceptions to fill a few critical positions.

The 2009 Community-Based Correction Plan Update, adopted by the Criminal Justice Partnership Advisory Board and presented to the Board of County Commissioners, identified four target populations in need of additional attention and services. Well aware of the constraints on the County's budget, we wrote and collaborated with other agencies on numerous grants to secure funding for new or expanded services and initiatives to address some of those needs. We are hopeful that funding will become available to close at least a few gaps in services.

Our continued gratitude goes to the Board of County Commissioners and Durham County Government for their steadfast support of our efforts, the members of the Durham County Criminal Justice Partnership Advisory Board for their vision and their strive for evidence-based programs, and to the citizens of Durham County for their interest in public safety initiatives and their progressive approach to justice.

Gudrun Parmer

Director, Durham County Criminal Justice Resource Center

CRIMINAL JUSTICE RESOURCE CENTER

MISSION

The mission of the Criminal Justice Resource Center is to provide a wide array of services to criminal justice stakeholders, as well as adult and juvenile offenders. Service delivery builds upon and is provided in cooperation with various agencies within Durham County such as the juvenile and adult detention center, The Durham Center, the judicial system, other human services organizations, DJJDP, Durham Public Schools and the NC Department of Corrections.

PROGRAM OVERVIEW

The Criminal Justice Resource Center, a Durham County public safety department, has three primary functions: delivery of quality rehabilitative services so offenders and at-risk youth can become productive successful citizens; supervision and monitoring of high-risk offenders residing in Durham County; and support of the criminal justice system at large through collection and dissemination of criminal and treatment histories. The principle programs are Community Based Corrections, Pretrial Services, STARR, Youthful Offender Services, and Court Services. Each program area has a defined target population and addresses a specific need within the criminal justice system.

The department director reports to the Deputy County Manager overseeing Public Safety and works in collaboration with the Durham Criminal Justice Partnership Advisory Board.

COMMUNITY BASED CORRECTIONS FOR ADULT OFFENDERS

The Community Based Corrections programs are designed to advance public safety through structured rehabilitative services and community supervision. The goal of the program is to reduce recidivism among ex-offenders, thus increasing public safety and reducing incarceration costs.

The Community Based Corrections division has three programs: the *Day Reporting Center*, the Second Chance Program and the Reentry Program. To be eligible for one of these programs, individuals must be at least 16 years old, Durham County residents, and on supervised probation, post-release supervision or parole. Each CBC component serves a specific offender population with different needs and risk factors.

- Community Based Corrections is CJRC's largest division, serving a total of 508 clients in FY 2010. This is a 12% increase from last fiscal year. The total number of clients served annually in CBC continues to grow each year.
- The total number of new admissions for FY2010 was 255, a 26% decrease from the previous year. This was in part due to staff shortage and a subsequent reduction in the number of available intake slots per month.
- Program completion rates increased slightly to 34% over the previous year. The average completion rate for the last 5 years is also 34%.

DAY REPORTING CENTER (DRC) is an Intermediate Sanction under Structured Sentencing. Individuals must be referred with a direct court order or a probation modification order. This program is considered to be an alternative to incarceration and therefore provides close supervision and monitoring of participants. Individuals in DRC must report on a daily basis with decrease in reporting based on performance. The length of the program is 6 months.

- The number of admissions dropped 33% making the DRC caseload in itself a more manageable number. However, it should be noted that the DRC Probation Officer also carried a vacant caseload of up to 60 non-DRC cases pushing the majority of case management responsibilities to CJRC staff.
- FY2010 showed a significant rise in successful completions among DRC offenders. The 16% increase can be attributed to a variety of factors, including a relaxation in DCC standards as well as dedicated and caring staff.

SECOND CHANCE PROGRAM (SCP) is a substance abuse treatment program designed for probationers or parolees who do not require the structure and supervision of the Day Reporting Center. Individuals are referred through TASC (Treatment Accountability for Safer Communities), the Division of Community Corrections or directly through the Courts. Second Chance is the largest component of the Community Based Corrections division. Most individuals are referred to SCP for substance abuse treatment only.

- The 36% completion rate represents a 2% increase over the previous year.
- After a 30% increase in new admissions between FY2008 and FY2009, admission rates dropped 16% between FY09 and FY10.

REENTRY PROGRAM is designed to facilitate the smooth return of offenders into the community after incarceration in the state prison system. The program provides various support services through collaborative supervision without compromising public safety. This program works in partnership with the Durham Police Department, Community Corrections, the Parole Commission and the Religious Coalition for a Non-Violent Durham. Individuals in the Reentry Program are considered serious and/ or violent offenders who served significant time in prison for high-level felonies (Classes B1 through E).

As with the DRC Officer, the Reentry Officer also carried a vacant caseload throughout the year and since he spent a great deal of time in court and starting new cases on electronic monitoring he was not available for the day to day case management activities or facility visits to interview potential Reentry participants.

- The Reentry Program served 68 clients in FY2010.
- The completion rate dropped from 32% to 26%. However, it should be noted that the percentage of terminations for violations, new crimes and absconding decreased by 12% as well. 19% of closings were for transfers to other counties.

SERVICES

MENTORING:

The Reconciliation and Reentry Ministry, a partnership between CJRC and the Religious Coalition for a Nonviolent Durham, develops and supports Faith Teams. The program provides faith-based support teams to Reentry clients. The teams are specially trained to support newly released prisoners in the reintegration process. Support includes job coaching, spiritual guidance and general counseling in the everyday processes of reconnecting to the community.

- 16 Durham congregations are involved in this ministry. 8 Faith Teams partnered with CJRC clients in FY2010.

EMPLOYMENT:

After careful consideration, the expansion of the service initiated in FY2009 was continued despite the hiring freeze. Through a slight curriculum modification, staff was able to split the duties and continue providing the service, by rotating weeks of instruction. In FY2010 staff also focused on partnering with community agencies and other government agencies to find the best opportunities for each client.

- The 3 Easy Steps Program served a total of 203 individuals in FY2010, 59 were not CJRC clients but referred from other agencies, clients or community members.
- 39% of Second Chance clients obtained or maintained employment
- 29% of DRC and Reentry clients obtained or maintained employment.
- 16 participants were referred and tested for Work Keys thru DTCC.
- 47 individuals were referred to various agencies for training including DERC, Triangle Citizens Rebuilding Communities, Milestones, CET, and Durham Tech among others.
- Although all placement data is not yet available current records reflect that 32 persons have been placed with an average hourly wage of \$8.97.

NEW IN 2010

In FY2010, CJRC hosted the Job Developer hired by the Department of Correction Office of Transition Services through the Offender Employment and Training Initiative. Reginald Glenn began work in January and this partnership has brought a great deal of training opportunities to ex-offenders residing in Durham County.

CASE MANAGEMENT SERVICES

All participants are assigned a case manager who works to remove barriers that could negatively impact a participant's likelihood to become a productive, healthy citizen. Case Managers provide assistance with literacy programs, housing, employment, clothing, food, identification and insurance documentation as well as coordination with other community providers to address mental health and physical health needs.

The Criminal Justice Resource Center partners with the Coalition for a Non Violent Durham to manage a clothing closet. The clothing closet provides clients with much needed supplies and is often used for clients to find appropriate clothing for job searches, interviews, and job placements.

- During FY2010, 50 clients received assistance in obtaining clothing and various documents, such as birth certificates, Social Security Cards, and North Carolina ID Cards.

TRANSITIONAL HOUSE

Our residential facility offers housing for adult males who are in need of short term living arrangements. The facility has 6 beds and is managed 24 hours each day. Many individuals enter the facility after incarceration; others come due to unstable or unsuitable living arrangements. CJRC staff provides support for the clients to find housing arrangements that are more permanent.

- In FY2010, the house maintained an occupancy rate of 76%, serving 41 residents with stays varying from 1 to 192 days.
- CJRC also provided housing assistance to 11 clients in collaboration with 4 different housing providers during the fiscal year.

COGNITIVE BEHAVIORAL INTERVENTIONS (CBI)

CJRC staff facilitates the 22 lesson curriculum, "Thinking For A Change" (T4C) with assistance from onsite probation officers throughout the year. The basic premise is that thoughts control behavior, and therefore to change behavior, we must find new ways of thinking. This course is required for all DRC and REP participants. CBI is offered quarterly in the evening and at two different times in the afternoons. Probation Officers are encouraged to refer probations to CBI and the course is open to all CJRC clients.

- In FY2010, 63% of Reentry and DRC graduates completed CBI while in the program; other clients had completed the course during incarceration.

SUBSTANCE ABUSE TREATMENT

CJRC offers a continuum of outpatient treatment services to offenders in Durham County who are on probation/parole. Treatment services are provided with the goal of helping clients establish productive, crime and drug free lives. Treatment services are tailored to the individual needs of the clients beginning with the development of a person centered treatment plan which builds on individual strengths and needs. Each client is placed in a level of care that reflects his or her substance abuse history and frequency of use.

- In FY2010, 375 (74%) of the 508 CBC clients received substance abuse treatment services, additionally 32 Drug Treatment Court offenders also received treatment services at CJRC.

- In FY2010, the treatment completion rate of clients increased to 50% (149 clients), an 8% increase over the previous year. The increase can be contributed in part to the program being fully staffed therefore reducing the client/ counselor ratios to almost State standards.

INTENSIVE OUTPATIENT TREATMENT SERVICES (IOT)

The IOT program is for individuals with substance abuse dependency diagnosis. Clients participate in psycho-educational classes that include topics like relapse prevention and family dynamics, process group, and individual counseling. This component consists of three phases over 6 months for a total of 128 hours. Clients served in our Intensive Outpatient Treatment program present with the most chronic substance use histories and related lifestyle problems. The majority of clients placed in treatment are in this level of care due to their chronic substance use patterns.

- 81 clients were admitted to IOT with a 41% completion rate for all programs.

REGULAR OUTPATIENT TREATMENT (ROT)

The ROT program is for individuals that meet the criteria for a substance abuse diagnosis. The ROT component consists of two levels of care; the Outpatient Treatment Phase and the Continuing Care Treatment Phase. Clients participate in group, individual and psycho-educational classes that are appropriate for the level of care. Individuals receive 52 hours of treatment services over a 4 month period.

- 44 clients were admitted to ROT during this fiscal year with an overall completion rate of 45%.

AFTERCARE TREATMENT

Aftercare services are provided to clients who have completed IOT or ROT, or who have completed a higher level of care, if referred by an outside provider such as STARR or DART.

- 17 clients were admitted to Aftercare with a completion rate of 53%.

Family Program

Last year the SA Program implemented the Family Program. It is designed to enhance support for substance abuse recovery. These sessions help family members understand the nature of drug abuse and addiction, clarify the objectives of treatment and engage the family's support in the recovery process. Four series of eight week psycho educational groups focusing on substance abuse education, communication and the relapse and recovery process are offered during the year.

NEW 2010

Based on the Model 'Stages of Change', **Discover Group** was implemented this year to provide pre-treatment intervention for individuals awaiting admission into services. The one-hour pre-treatment group sessions help client address their readiness for change by establishing a drug and crime free lifestyle and also provide an orientation to services at CJRC.

- In FY2010, 56% of clients who attended successfully completed the Family Program.

GED/ABE CLASSES

GED/Adult Basic Education Skills classes are offered to clients who do not have a high school diploma. CJRC collaborates with Durham Technical Community College to provide this service.

- In FY 2010, 82 CJRC clients attended GED/ABE classes and 9 clients earned their GED.

PRETRIAL SERVICES

The purpose of CJRC's Pretrial Services is to create a systematic approach for recommending release and provide community supervision for defendants who do not pose a risk to the community as they await trial.

Pretrial Services strive to provide complete and accurate information to judges to assist in the release or detention decision for inmates. Pretrial Services actively supervise pretrial defendants while ensuring that agency-mandated conditions and court-ordered requirements are satisfied. Durham County Pretrial Services focuses on two components: First Appearance and Pretrial Release Supervision. In its fourth year, Pretrial Services observed a significant increase in the number of new admissions (332).

- In FY 2010, 28,217 jail bed days were saved at cost of \$96.72 per day, this amounts to a potential cost saving of \$2,729,148.24 to the County.

FIRST APPEARANCE: Pretrial staff research, interpret and condense criminal histories and prepare a record on each defendant on the docket to appear before the judge for bail consideration. Pretrial staff also collects and verifies information including community ties, school attendance, mental health, substance abuse and medical problems. The process is designed to provide the presiding judge with as much information as possible at the first appearance hearing when detention issues and bond amounts are reviewed.

PRETRIAL RELEASE SUPERVISION: Pretrial Services staff, judges, defense attorneys and assistant district attorneys recommend defendants for the pretrial release program. Supervision includes contact supervision, as well as referral to community agencies and to in-house services. The defendants' compliance with release conditions is monitored. The supervision is individualized; the number of contacts and the level is based on conditions imposed by the releasing judge. The program provides voice court date notifications for those under supervision. Electronic house arrest and electronic monitoring are enhanced monitoring tools for defendants with intensive supervision needs.

- Of the 332 new admissions in FY 2010, 63% were recommended by Pretrial Services staff and 37% were recommended by other stakeholders.
- In FY 2010, 70% of all Pretrial Program defendants successfully completed the supervision period and received a disposition in criminal court.
- In FY 2010, only 5% failed to appear for scheduled court hearings and only 9% were charged with new offenses. Those outcomes compare favorably with the national averages of 22-26% failure to appear and 15-17% re-arrests rates.

NEW IN 2010

Consultants from the Pretrial Justice Institute provided technical assistance to reduce inappropriate use of detention resources in Durham County, North Carolina.

As a result of the technical assistance provided, we hope to:

- Develop and validate a risk assessment instrument for Pretrial Services
- Improve bail review procedures by working with our stakeholders to expand eligibility
- Review, update and revise Pretrial's mission statement and operational procedures
- Identify additional resources needed to interview all inmates prior to first appearance

STARR PROGRAM

The Substance Abuse Treatment and Recidivism Reduction Program (STARR) is an intensive four-week chemical dependency treatment program provided to criminal offenders in the Durham County Detention Facility. The STARR program is a cooperative effort between CJRC and the Durham County Office of the Sheriff. Upon completion of STARR, an additional four-week program (STARR GRAD) is available.

- In FY 2010, the STARR and STARR GRAD programs admitted a combined total of 658 participants and 466 graduated with a completion rate of 71%. The number of participants released or transferred prior to completion was 141 (73%).

STARR

The STARR program is an intensive in-jail substance abuse treatment program. Treatment consists of addiction education, group therapy, and community resources education. Inmates also attend 12-step recovery meetings. A minimum score of 92 points is required for graduation. Points are awarded based on attendance, participation, and successful completion of daily reading and written assignments. Over the years, the number of court orders to STARR has increased. In FY 2010, 73% of the inmates enrolled in STARR were court ordered.

- In FY 2010, the STARR program admitted 419 participants and 325 participants earned enough points to graduate with a completion rate of 78%. 74 participants were released or transferred prior to completion (79%).

STARR GRAD

The STARR GRAD program offers inmate the opportunity to continue in treatment for an addition 4 weeks. Treatment focuses on relapse prevention, life skills, release planning, and linking them Clients to services upon their release. Participants receive group counseling, psycho-educational classes, and some individual counseling. The percentage of persons court-ordered to STARR GRAD in FY 2010 increased to 49%.

- In FY 2010, the STARR GRAD program admitted 239 participants and 141 graduated with a completion rate of 59%. The completion rate is lower than previous year because 67 participants were released or transferred prior to completion (69%) but substantially increases the number of hours of treatment available to each participant.

NEW IN 2010

In response to the overwhelming requests for the GRAD program, another counselor was added to provide psycho-educational sessions, process group counseling and individual counseling. Expanding GRAD allows all STARR graduates the opportunity to continue treatment in STARR GRAD until release.

A full-time case manager offers comprehensive case management services to all STARR and STARR GRAD participants as well as outreach to inmates in the jail who are seeking information about treatment services.

SPECIAL PROGRAMS

DRUG TREATMENT COURT

CJRC has had a long term agreement with Drug Treatment Court to provide Substance Abuse Services for their participants. This includes groups/classes, individual counseling, case staffing and court participation.

- In FY09, 43 DTC clients received SA Treatment and 52% successfully completed. In FY10, we served the same number of clients and 50% successfully completed.

COMPREHENSIVE ANTI-GANG INITIATIVE (CAGI):

In response to the 2007 comprehensive Gang Assessment, the City and County of Durham implemented a three prong strategy to reduce gang activity: prevention, intervention and suppression. CJRC's role is to reduce recidivism among gang affiliated Reentry clients.

The reentry process is difficult and ex-offenders are particularly vulnerable to re-involvement in gang activity during this period. The CAGI program provides ex-offenders with an alternative means to reintegrate into society without falling back into old patterns. CJRC's CAGI Case Manager works closely with the Durham Police Department and prison staff to link validated offenders with the program upon release. Participant numbers are expected to rise in the upcoming fiscal year.

CJRC adjusted the admission criteria for CAGI Participants in FY2010. The change was the result of the unwillingness to participate and follow rules of several participants. CAGI Reentry is now an optional service for gang affiliated individuals within 45 days of their release after serving at least 30 consecutive days in jail or prison.

- During FY10, 20 participants were admitted, program closings totaled 15.

- Of the 15 cases closed in FY10, 1 completed the program, 4 completed supervision, 2 transferred to other counties, 6 were incarcerated for new crimes, 2 were terminated for non-compliance.

CAGI Reentry clients received housing and rental assistance, clothing, bus tickets, employment assistance, vocational training, financial assistance with post graduate studies, mentoring as well as substance abuse treatment and mental health referrals.

PROJECT RESTORE:

Project Restore is a vocational training program designed to help ex-offenders in Durham become job ready. The program is a multi-partner collaboration supported by CJRC, Durham Tech, City of Durham, Department of Community Development and Durham County.

Project Restore provides twelve weeks of life skills and construction training open to ex-offenders at least 18 years of age and residing in the City of Durham. All participants receive tuition, tools, and supplies, as well as a weekly stipend. Participants take classes at Durham Tech for four weeks, including Cognitive Behavioral Interventions, Employability Skills and Introduction to Construction. Classroom learning is followed by eight weeks at construction sites. In the spring of 2010 CJRC coordinated the final Project Restore Cycle.

- Cycle 6 began with 6 information sessions that were advertised widely thru public information. 89 applications were received, and 72 interviews scheduled.
- 14 participants were selected, 8 participants were dismissed for reasons including positive drug screens, unexcused absences, and inappropriate conduct.

SCREENING, ASSESSMENT AND EVALUATION SERVICES

Since FY 2005, The Durham Center and CJRC have partnered to provide a number of innovative services for mental health and substance abuse clients. Services generally focus on identification of needs, recommendations, referrals and follow-up.

COURT SERVICES

Criminal Justice Resource Center provides professional substance abuse screenings for offenders 18 years or older upon request by an Officer of the Court. Recommendations are made based on screening results and when appropriate, individuals are connected with services. These services may be court-ordered or voluntarily requested once screened as qualifying for services. Treatment services provided may be available through The Durham Center provider network or directly from CJRC.

Staff also receives and complete requests from the court for forensic screening evaluations for both adult and child populations. These evaluations only determine if an individual has the capacity to proceed to trial and does not address criminal responsibility, legal insanity or diminished capacity.

The component also offers clinical evaluations of adults and juveniles to assist in court proceedings through DSS or other courts. These evaluations only determine clinical diagnosis,

intellectual functioning, and an individual's ability to function and need for treatment/services. The report is presented to the courts or referring agency.

YOUTH HOME SERVICES

This component provides substance abuse screenings/assessments and psychological evaluation/testing to ensure connection and coordination of services for individuals with MH/DD/SA issues admitted to the Durham County Youth Home. Staff provides consultation for community providers, court counselors and family members. Youth who screen positive for substance abuse receive individual and group counseling while in the facility and discharge planning if in need of continuing services.

JAIL MENTAL HEALTH CLINIC

The Mental Health Clinic is located in the Durham County Adult Detention Facility. The staff provides mental health assessments, case management, assists the physician with medication management, and commitments. They provide consultation for community providers and family members of offenders.

DURHAM ASSESSMENT TEAM

The Assessment Team is the **newest project** which offers MH/SA assessments, treatment recommendations and referrals, and case management services. Referrals for assessment services are received from the Durham Center Access Screening, Triage and Referral Team. Consumers are offered a scheduled or walk-in appointment to meet with assessors to identify current needs in key life domains. After assessment, appropriate treatment recommendations are offered if needed and may include community or private providers as well as case management for persons requiring assistance and or a period of stabilization. Referrals for case management may also be received from other agencies. The Team assists individuals with urgent medication needs at Durham Center Access Walk-In Medical Clinic or those in need of immediate crisis stabilization at Durham Center Access Facility-Based Crisis.

To be eligible for these services individuals must be Adults (18+) who are Durham County residents with no insurance AND urgent or routine MH and or SA needs.

JUVENILE CRIME PREVENTION COUNCIL

The Department of Juvenile Justice & Delinquency Prevention (DJJDP) collaborates with the Juvenile Crime Prevention Councils (JCPC) in each county to galvanize community leaders, locally and statewide, to reduce, and prevent juvenile crime. JCPC board members are appointed by the Board of Commissioners and meet monthly in Durham. The meetings are open to the public, and all business is considered public information.

In FY2010, Durham JCPC distributed \$536,666 dollars among 13 local programs to serve 353 youth. In January 2010, the Juvenile Crime Prevention Council (JCPC) reviewed the needs assessment of the juvenile court involved youth in Durham County and established priorities for services and programs; developed a RFP and conducted training for potential applicants. As a result of the applicants' presentations to the JCPC, the Council funded eleven continuing programs and three new programs.

FINANCES

As a county agency, CJRC received the majority of its support from Durham County in FY2010. Funding for the Criminal Justice Resource Center amounted to 6% of the County's Public Safety allocation.

The county budget was supplemented by several outside grants, including Criminal Justice Partnership Program through NC DOC and 2 Governor Crime Commission grants, totaling \$398,456 in FY2010. Community Based Corrections Programs, Pretrial Services and STARR continue to constitute the majority of CJRC's expenditures and serve the largest number of clients.

At the end of the fiscal year, CJRC had expended 84% of its budget and collected 96% of the approved grant funding.

Note: While CJRC experienced a net budget reduction and was forced to evaluate services and spending, our clients who struggle to make ends meet in the best of times felt the impacts of the economic downturn in every aspect of their lives. Fewer clients were able to obtain and/ or maintain employment than in previous years, while more clients requested housing assistance, aid through our clothing closet, and advocacy to access support from various agencies.

